
State of Washington Department of Commerce

Human Resource Management Report



October 2009

[Note: This is the standard format provided by DOP as of 7/23/09. Agencies may customize or supplement this format to meet unique needs, as long as the minimum information shown in this format is included.]

Managers' Logic Model for Workforce Management



Executive Summary

Department of Commerce

Performance Measure	Status	Action Priority ^e
PLAN & ALIGN WORKFORCE		
Management profile ^a	16.3% = "Managers"; 11.8% = WMS only	
% employees with current position/competency descriptions ^b	100.00%	
HIRE WORKFORCE		
Average Time to Hire Funded Vacancies ^c	41 avg days to hire (of 22 vacancies filled)	low
Candidate quality ratings ^c	Not available	
Hiring balance (% types of appointments) ^c	28% promo; 45% new hires; 8% transfers; 8% exempts;	
Number of separations during post-hire review period ^c	6	
DEPLOY WORKFORCE		
Percent employees with current performance expectations ^b	100%	
Overtime usage: (monthly average) ^c	2.6 hours (per capita); 16.86% of EEs receiving OT	
Sick leave usage: (monthly average) ^c	5.2 hours (per capita)	low
# of non-disciplinary grievances ^c	0 grievances	
# of non-disciplinary appeals & Dir's Reviews filed ^c	0 appeals, 0 Director's Reviews	
DEVELOP WORKFORCE		
Percent employees with current individual training plans ^b	100%	
REINFORCE PERFORMANCE		
Percent employees with current performance evaluations ^b	100%	
Number of formal disciplinary actions taken ^c	0	
Number of disciplinary grievances and appeals filed ^c	0 grievances; 0 appeals	
ULTIMATE OUTCOMES		
Turnover percentages (leaving state service) ^c	5.3%	medium
Diversity Profile ^a	66% female; 17% people of color; 73% 40+; 4% with disabilities	
Employee survey overall average rating ^d	4.0, 256 survey responses	

a) Data as of 6/30/09

b) Data as of 6/30/09 or agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey

e) Action Priority: H=High, M=Medium, L=Low For those measures that have Action Steps

Management Profile

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

WMS Employees Headcount = 44

Percent of agency workforce that is WMS = 11.8%

All Managers* Headcount = 61

Percent of agency workforce that is Managers* = 16.3%

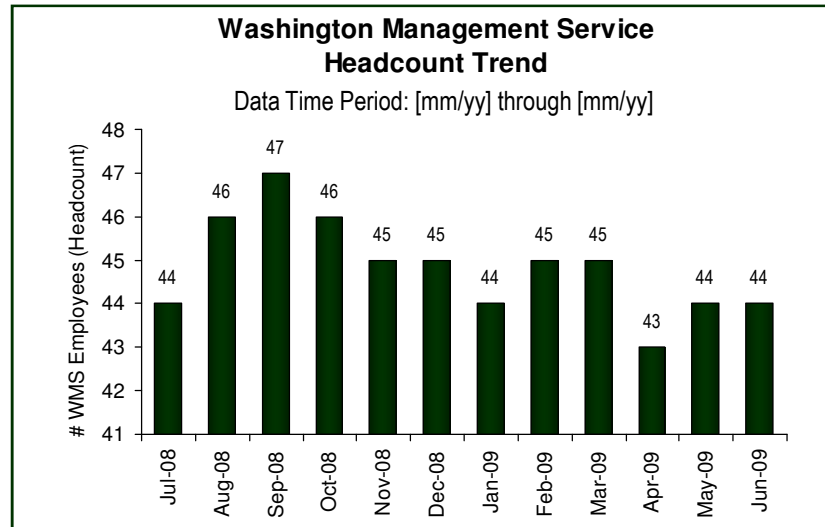
* In positions coded as "Manager" (includes EMS, WMS, and GS)

Analysis:

- Commerce's WMS count increased in proportion to the number of employees we needed to bring in because of the ARRA funds we received. We continue to meet our mid-management target.

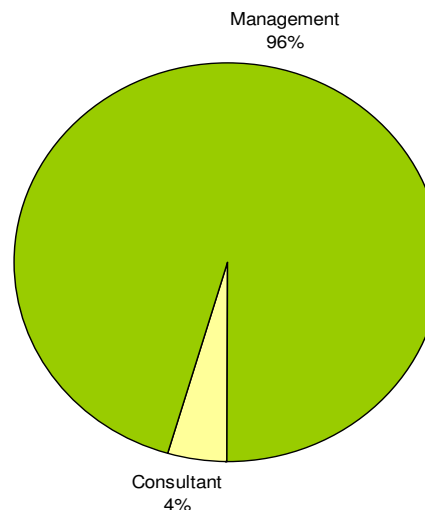
Action Steps:

- None at this time



WMS Management Type

Management	43
Consultant	2
Policy	0
Not Assigned	0



Data as of June 2009
Source: HRMS Business Intelligence

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile
Workforce Planning
measure (TBD)

**Percent employees with
current position/
competency descriptions**

Current Position/Competency Descriptions

**Percent employees with current
position/competency descriptions = 100%***

*Based on 379 of 379 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Commerce continues to meet its target of 100% completion of Position Description Forms.
- This is a position specific requirement for all managers and they are not eligible for performance incentive unless they are 100% compliant with this expectation.

Action Steps:

- None at this time

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Time-to-Hire Funded Vacancies

Average number of days to hire*:	41
Number of vacancies filled:	22

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: [High/Medium/Low]

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = Unknown Percentage = Unknown

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = Unknown Percentage = Unknown

Hiring managers indicating "no":

Number = Unknown Percentage = Unknown

Analysis:

- There was a large reduction in the number of vacancies filled this year due to the hiring freeze and subsequent budget cuts. Filled vacancies fell from 114 to 22. All 22 vacancies were filled or offered prior to 8/15/08.
- We used a reassignment process to fill ARRA * positions and funded vacancies, moving 34.5 employees into ARRA positions (22) and vacancies (12.5). Because the vacancies were filled by reassigning at-risk employees their numbers are not included in the "time to hire" data.

Action Steps:

- We have developed and implemented a Recruitment Survey to capture "Candidate Quality" data and will continue using it. Unfortunately, since it was implemented after the hiring freeze, it provided insufficient data for this reporting period.

* American Recovery and Reinvestment Act

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

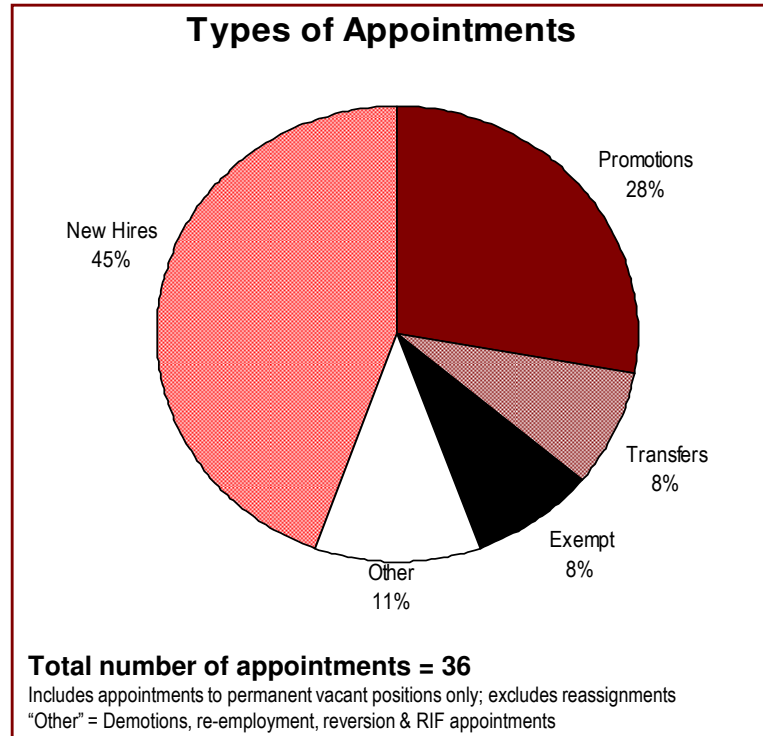
Time-to-hire vacancies

Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period



Agency Priority: [High/Medium/Low]

Separation During Review Period	
Probationary separations - Voluntary	0
Probationary separations - Involuntary	3
<i>Total Probationary Separations</i>	3
Trial Service separations - Voluntary	2
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	2
Total Separations During Review Period	5

Analysis: Hiring 45% of our employees from outside the agency while promoting and transferring 36% seems appropriate.

- Our managers continue to do a good job of separating problem employees during their review period, as is emphasized in training. Two managers also wisely and effectively counseled two employees having problems during their trial service periods to voluntarily return to their former positions. This is good management as it served the agency and the two employees well.

Action Steps: (What, by whom, by when)

- None at this time.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage
Sick leave usage
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Current Performance Expectations

Percent employees with current performance expectations = 100%*

*Based on 379 of 379 reported employee count
Applies to employees in permanent positions, EMS, WMS and GS.

Analysis:

- 100% Performance Development Plans on time including review of Position Description Forms.
- This is a position specific requirement for all managers, and they know they are not eligible for performance incentive awards unless 100% compliant with this expectation.

Action Steps:

- None at this time.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

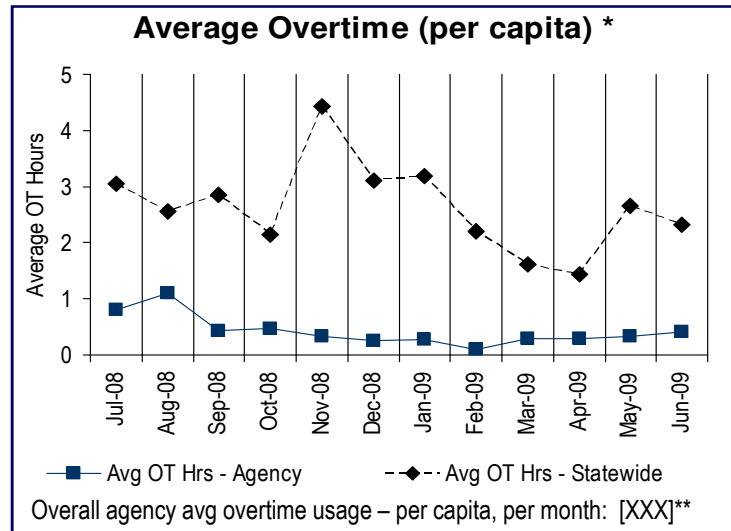
Percent employees with current performance expectations

Overtime usage

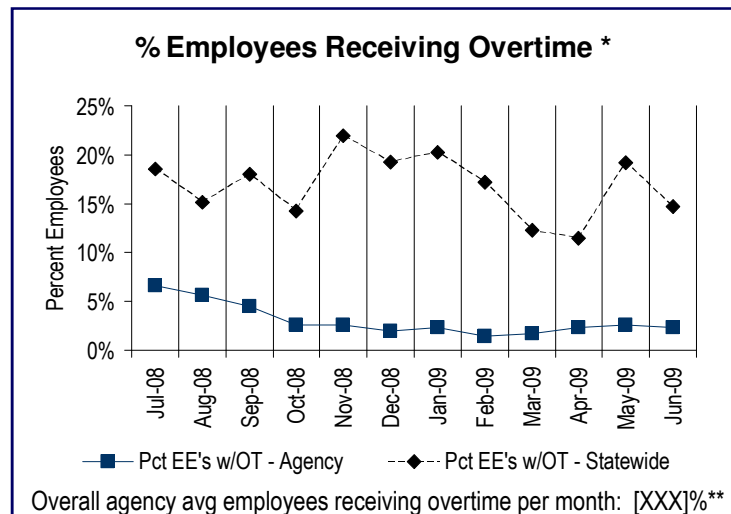
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Overtime Usage



**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months



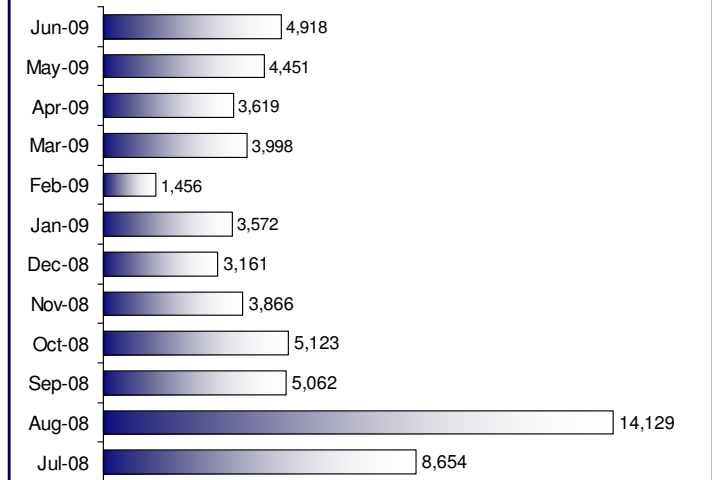
**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: 07/2008through 06/2009

Source: HRMS Business Intelligence

Overtime Cost - Agency



Analysis:

- Commerce's overtime usage is extremely low. Our overtime costs last year was \$51,961; this year it increased slightly to \$62,009.

Action Steps:

- None at this time

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

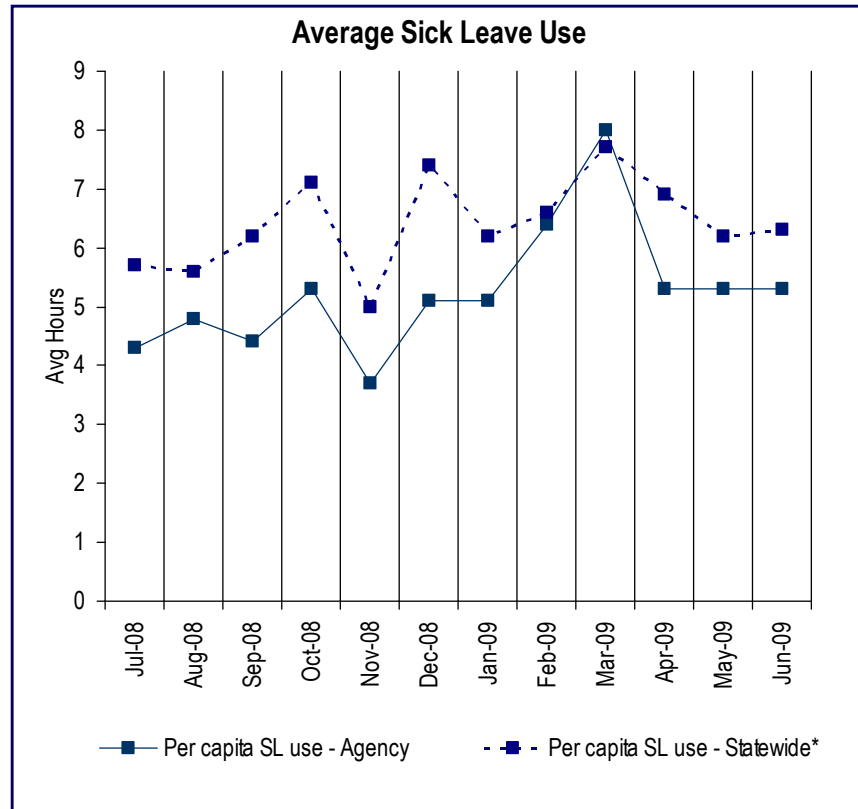
Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Sick Leave Usage



Analysis:

- Commerce employees (per capita) use 1.2 hours less than the state average.
- Commerce employees (per capita) have 34.2 more hours in their sick leave balance than the state average.

Action Steps:

- Our Wellness Committee is very active and has widespread participation; we will continue to support it.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
5.2 Hrs	274.2 Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 7/2008 through 6/2009
Source: HRMS Business Intelligence

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

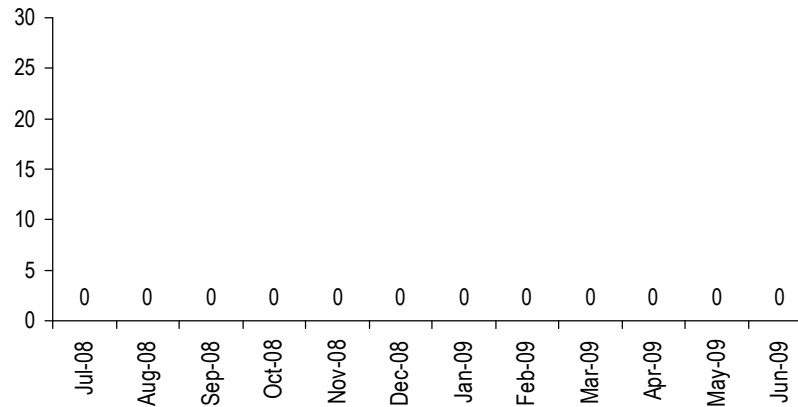
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Grievances (represented employees)

Number of Non-Disciplinary Grievances Filed



Total Non-Disciplinary Grievances = 0

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*

(Outcomes determined during time period listed below)

- No outcomes reported during this reporting period

Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1.	
2.	
3.	
4.	
5.	

Analysis:

- Commerce does not have any grievances or dispositions to report for this reporting period.

Action Steps:

- None at this time

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Appeals (mostly non-represented employees)

Filings for DOP Director's Review

No filings during this period

Filings with Personnel Resources Board

No filings during this period

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Competency gap analysis (TBD)

Individual Development Plans

Percent employees with current individual development plans = 100%*

*Based on 379 of 379 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Commerce continues to meet its target of ensuring 100% of employees have an individual development plan. Supervisors understand this expectation and their performance incentive is contingent on 100% compliance with this target.

Action Steps:

- None at this time

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Percent employees with current performance evaluations = 100%*

*Based on 379 of 379 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Commerce continues to meet its target of ensuring 100% of employees have a current performance evaluation. Supervisors understand this expectation and their performance incentive is contingent on 100% compliance with this target.

Action Steps:

- None at this time

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	0
Suspensions	0
Reduction in Pay*	0
Total Disciplinary Actions*	0

* Reduction in Pay is not currently available as an action in HRMS/BI.

Analysis:

- There are no formal disciplinary actions to report during this period.

Action Steps:

- None at this time

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

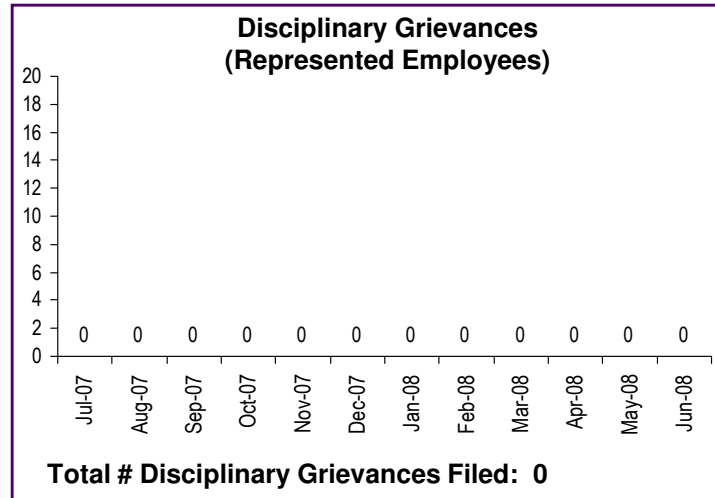
Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals



Disposition (Outcomes) of Disciplinary Grievances

No outcomes for this period

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

No filings during this period

Disposition (Outcomes) of Disciplinary Appeals*

There was 1 disciplinary appeal withdrawn during this period.

*Outcomes issued by Personnel Resources Board

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

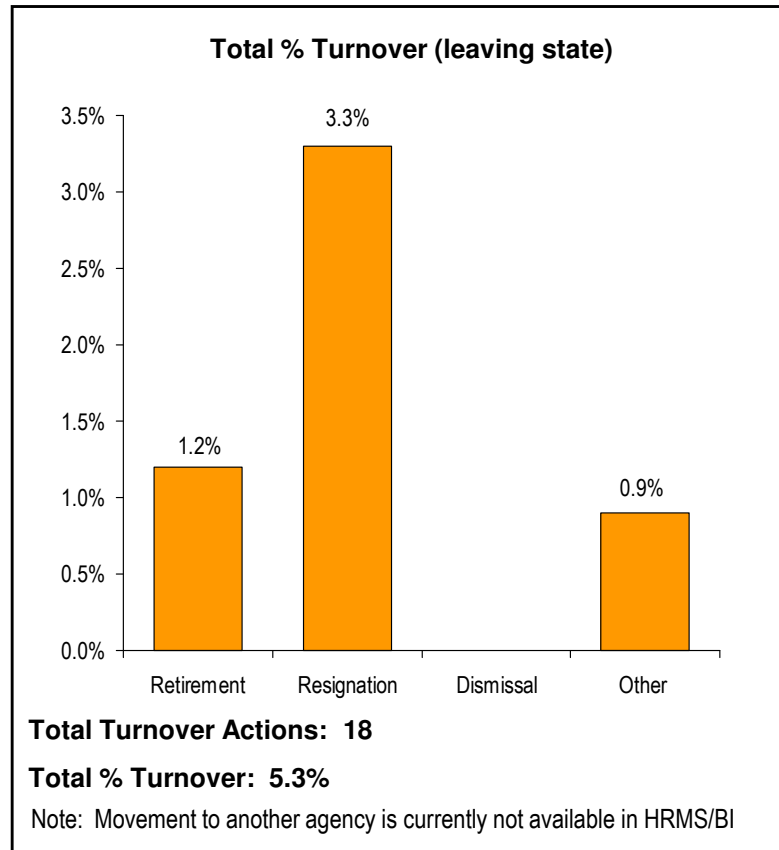
Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates



Analysis:

- Total turnover actions decreased from 39 to 18 and percentage of turnover decreased from 11.3% to 5.3% from last year's report.

Action Steps:

- Continue to provide flexible schedules, telecommuting and compressed work week options for employees. Other retention ideas related to fitness club membership and parking issues are still being studied.

Workforce Diversity Profile

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

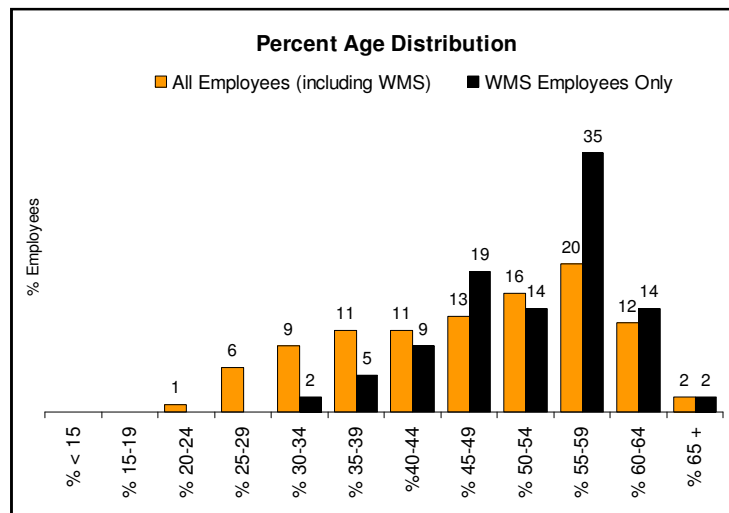
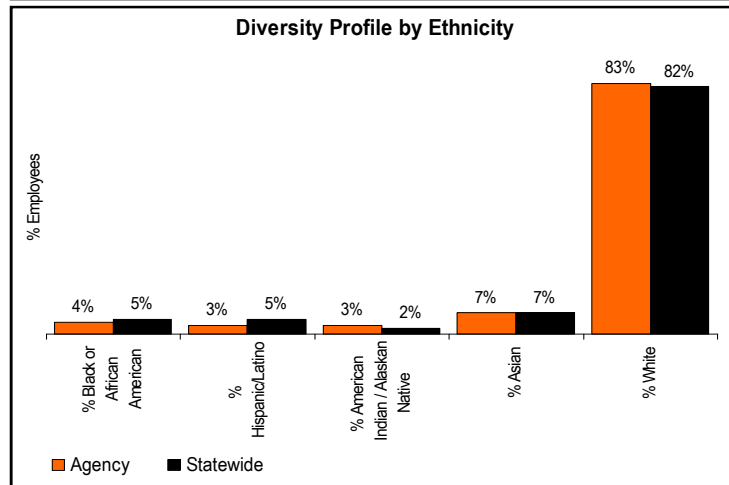
Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

	Agency	State
Female	66 %	53%
Persons w/Disabilities	4 %	4%
Vietnam Era Veterans	4 %	6%
Veterans w/Disabilities	1 %	2%
People of color	17 %	18%
Persons over 40	73 %	74%



Analysis:

- Commerce trends closely with the statewide data.

Action Steps: (What, by whom, by when)

- None at this time

Data as of 6/2009
Source: HRMS Business Intelligence

Employee Survey Ratings

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.7	3.8
2) I receive the information I need to do my job effectively.	3.9	3.9
3) I know how my work contributes to the goals of my agency.	4.1	4.2
4) I know what is expected of me at work.	4.3	4.3
5) I have opportunities at work to learn and grow.	3.8	4
6) I have the tools and resources I need to do my job effectively.	3.9	3.9
7) My supervisor treats me with dignity and respect.	4.4	4.5
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.7	3.9
9) I receive recognition for a job well done.	3.5	3.8
10) My performance evaluation provides me with meaningful information about my performance.	3.7	3.6
11) My supervisor holds me and my co-workers accountable for performance.	4.3	4.2
12) I know how my agency measures its success.	3.3	3.5
13) My agency consistently demonstrates support for a diverse workforce.	N/A	3.9

Overall average: 3.9 4.0

Number of survey responses: 236 256

Analysis:

- Our 2007 ratings are on average higher than our 2006 ratings, and each response is rated equal to or higher than our 2006 ratings, but for a 1/10 of a point decrease in responses 10 and 11.
- Response 10 indicates a small decrease from 3.7 to 3.6 rating on whether the performance evaluation provides employees with meaningful information about their performance.
- Response 11 indicates a small decrease from 4.3 to 4.2 rating on whether employees' supervisors hold them and their co-workers accountable for performance.

Action Steps: (What, by whom, by when)

- We conduct semi-annual evaluation trainings for supervisors and will continue to emphasize the need for supervisors to provide meaningful information about their reports' performance.
- In supervisor training, we emphasize the need to hold employees accountable for their performance. We will continue to highlight this issue and seek solutions for it.

Data as of November 2007

Source: Statewide Employee Survey